



DEPARTMENT OF THE NAVY
BUREAU OF NAVAL PERSONNEL
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-0000

1401
PERS-451F
21 SEP 04

From: Chief of Naval Personnel
To: CAPT Samuel P. Alford, MSC, USN, [REDACTED]

Subj: PRECEPT CONVENING A SELECTION BOARD TO RECOMMEND MEDICAL
SERVICE CORPS OFFICERS FOR ASSIGNMENT TO MEDICAL
DEPARTMENT FULL-TIME TRAINING PROGRAMS FOR FY-05

Encl: (1) Board Membership
(2) Selection Board Guidance

1. Membership, Date, Location and Function

a. The selection board, consisting of you as president and the officers listed in enclosure (1), is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, 27 September 2004 or as soon as practicable thereafter. The function of the board is to recommend officers for assignment to various Medical Department full-time training programs during fiscal year 2005. The records and names of all eligible officers, determined as of the date the board convenes, will be furnished to the board.

b. The board shall proceed in accordance with guidance provided at enclosure (2).

2. Authorized Selections. The number of officers that may be selected in each category is listed below: (Alternates, if selected, should be listed in order of priority.)

a. Health Care Administration:

Subspecialty Program	Subspec Code	Educational Level	Quota
Full-time Out-service	1800	Masters	3
Full-time In-service HCA Managed Care	1800	Other	2
Army-Baylor Program	1800	Masters	8
Naval Postgraduate School			
Financial Management	0031	Masters	3
Material Logistics	0032	Masters	2
Manpower & Personnel Mgt.	0033	Masters	3

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Education & Training Mgt.	0037	Masters	2
Operations Research	0042	Masters	1
Management Info. Systems	0089/95	Masters	2
		Subtotal	26

b. Health Care Science:

Subspecialty Program	Subspec Code	Educational Level	Quota
Radiation Health (RHO)	1825/28	Masters	4
		Ph.D.	1
Aerospace Physiology	1836	Masters	1
Entomology	1850	Ph.D.	1
Aerospace Exper Psychology	1844	Ph.D.	1
		Post Doc	1
Research Psychology	1845	Post Doc	1
Industrial Hygiene (IHO)	1861	Masters	3
		Ph.D.	2
Medical Technology	1865	Masters	1
		Blood Bank	2
CBRNE IHO, EHO, RHO, Micro, Biochemist		Fellowship	4
		Subtotal	22

c. Clinical Care Specialties:

Subspecialty Program	Subspec Code	Educational Level	Quota
Clinical Psychology (Includes one Pharm-psych and two Peds-psych)	1840/43	Post Ph.D.	3
Physical Therapy	1873	Masters/DPT	2
		Alternate	1

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Dietetics/Food Management	1876/77	Masters	1
Occupational Therapy	1874	Masters/OTD	1
Optometry	1880	Masters	2
		Ph.D.	1
		Residency	1
Pharmacy	1887	Masters	2
Physician Assistant (Ortho)	1893	Masters	1
		Residency	2
		Subtotal	16

d. Director's Training - Fellowship (various Subspecialties)

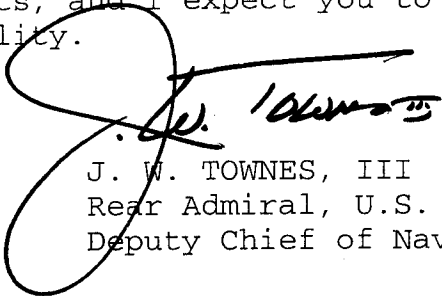
FEMA/NDMS	Fellowship	1
Walter Reed Social Work	Fellowship	1
Microsoft IT	Fellowship	1
VA IT	Fellowship	1
BIODEFENSE	Fellowship	1
FDA	Fellowship	1
OSD/PA&E	Fellowship	1
Special Operations Psychology	Fellowship	1
	Subtotal	8
	Total	72

Note: If there are not sufficient "best and fully" qualified applicants in a subspecialty to fill quotas authorized in the precept, the board may select a "best qualified" applicant, regardless of subspecialty.

3. **Confidentiality of Board Proceedings.** Except as authorized or required by the Deputy Chief of Naval Personnel or higher authority, neither you nor any member of the board or administrative staff may discuss or otherwise disclose the

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proceedings, deliberations, or recommendations of the selection board. All board members and administrative staff must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.

A large, stylized handwritten signature in black ink, appearing to read 'J. W. Townes, III', is written over the typed name and title.

J. W. TOWNES, III
Rear Admiral, U.S. Navy
Deputy Chief of Naval Personnel

BOARD MEMBERSHIP

President

CAPT Samuel P. Alford, MSC, USN, [REDACTED]

Members

CDR Eugene M. Delara, MSC, USN, [REDACTED]

CDR Christine L. Congdon, MSC, USN, [REDACTED]

LCDR Jonathan C. Popa, MSC, USN, [REDACTED]

LCDR Deborah J. White, MSC, USNR, [REDACTED]

Head Recorder

CAPT Florence M. Crosby, MSC, USN, [REDACTED]

Asst Recorder

LCDR(Sel) Stephen P. Bromberek, MSC, USN, [REDACTED]

LT Vincent J. Grimm, MSC, USNR, [REDACTED]

Technical Advisor

CDR(Sel) Anne M. Swap, MSC, USN, [REDACTED]

SELECTION BOARD GUIDANCE

Appendix

Subject

A

General Procedural Guidance

- Duties of the Board President
- Board proceedings
- Marital status
- Area tours
- Adverse Information

B

Selection Standard and Skills Guidance

- Selection Standard
- "Best Qualified" Standard
- Graduate Education
- Innovation and Efficiency
- Retention Effectiveness

C

Equal Opportunity Guidance

- Addresses equitable consideration for all officers

D

Board Report

- Addresses content and routing of selection board report

E

Oaths

- Provides oaths for board members and support personnel

APPENDIX - A

GENERAL PROCEDURAL GUIDANCE

1. **Duties of the Board President.** The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for selection those fully qualified officers that the majority finds best qualified to meet the needs of the Navy. The board president shall ensure that the board proceedings listed below are read to each board member, recorder, and administrative support person on the convening date of the board or on the date of assignment to the board, whichever is later.

2. **Board Proceedings.** The following directions concerning communications and information apply to all board proceedings:

a. Each of you (president, members, recorders, and administrative support personnel) is responsible to maintain the integrity and independence of this selection board, and to foster careful consideration, without prejudice or partiality, of all eligible officers.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that Navy Regulations preclude from consideration by a selection board. You are to base your recommendations on the material in each officer's military record, any information I have provided to the board and any information communicated to you by individual eligible officers under provisions I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible officers to the extent that such matters are not precluded in law or Service regulations from consideration by a selection board or inclusion in an officer's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board under the provisions of Navy Regulations.

d. When discussing your own personal knowledge concerning the professional qualifications of eligible officers, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his personal knowledge or evaluation unless such matter is contained in the officer's official record or other material placed before the board in compliance with the law and Service regulation. In addition, should an officer's record

reveal the removal of a fitness report, the member may not discuss his personal knowledge regarding the circumstances which resulted in the removal of the report.

e. I am the only person who may appear in person to address you on other than administrative matters. All communications with the board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of each board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. Before the report of the selection board is signed, the recommendations may be disclosed only to members of the board, recorders, and those administrative support personnel I have designated in writing. The names of the selectees will be released to the public after the board's report is approved. Until the names are released to the public, you may not discuss or disclose recommended selectees. Except as authorized by the Deputy Chief of Naval Personnel or higher authority, the proceedings/deliberations of the board may not be disclosed to any person not a board member, board recorder, or administrative support personnel.

g. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If a member or recorder believes that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, or believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings, he or she must request to be relieved by me from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. **Marital Status.** Selection boards are prohibited from considering the marital status of a member or the employment, education, or volunteer service of a spouse.

4. **Area Tours.** Repeated tours in a particular geographic location should not be considered negatively, provided the officer has progressed in billet complexity, professional development, and leadership responsibility.

5. **Adverse Information**

a. Just as you must consider positive performance, you must consider documented incidents of misconduct and substandard performance, which are included in an officer's official service record, in determining those officers who are best qualified for selection. Members must give careful consideration to each such

incident. For those eligible officers who are recommended for selection and who have received disciplinary action, or whose privileged information record (Fiche Five/EMPRS Field Code 17) contains matters relating to conduct or performance of duty, every board member shall review the information contained therein, personally, prior to the final board decision.

b. Faced with many well-qualified officers, there may be a tendency to simplify your task by summarily putting aside the folders of officers whose past records are less than perfect; however, to do this is to fall short of your obligation. A judgment of the whole person and the whole record is required to determine whose future potential will serve the Navy best. You may conclude that particular adverse information undermines an officer's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that an officer's overall outstanding performance demonstrates such potential for future service that it outweighs the deficiency noted in the record. Some officers will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relative weaknesses in their records.

c. Make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Navy.

APPENDIX - B

SELECTION STANDARD AND SKILLS GUIDANCE

1. **Selection Standard.** The board shall consider carefully, without prejudice or partiality, the record of every eligible officer. The officers selected will be those whom a majority of the members of the board consider best qualified, giving due consideration to the needs of the Navy for officers with particular skills. In addition to the standard of best qualified, each officer recommended must be fully qualified for selection; that is, each officer must be capable of performing the duties of a Medical Service Corps Officer. The best and fully qualified standard shall be applied uniformly to all eligible officers whether below, in or above the promotion zone.
2. **"Best Qualified Standard"**. Navy policy regarding application of the "best qualified" standard is as follows: The needs of the Navy dictate that our future leaders possess the qualities to excel as leaders and as commanders or in support of operational commanders. Proven excellence in leadership positions is the ultimate measure of the qualities required. Performance while in command (for those who have been afforded the opportunity), as well as potential for command, is the ultimate test of fitness for selection. Officers may have also demonstrated leadership, skill, integrity, and resourcefulness in other difficult and challenging joint and in-service assignments.
3. **Graduate Education.** Graduate education and specialty skills represented by proven subspecialties are important to our Navy and represent a key investment in our future. The Navy needs officers with formal technical and military education in a time of increasing technological sophistication. Advanced education achievement is a significant career milestone in the development of future Navy leadership. The utilization of advanced education in subspecialty tours is an equally significant career milestone. In determining an officer's fitness for selection, selection boards shall favorably consider graduate degrees, military education, and experience in specialized areas.
4. **Innovation and Efficiency.** In your deliberations, give careful consideration to the fact that the needs of the Navy have changed over the years and will continue to change. Please be especially alert for officers who embrace innovation and efficiency to find new solutions to our most challenging problems. The Navy needs bold officers who are willing to think creatively, take well-calculated risks, develop new ideas, and maximize capabilities through sound management practices. Seek to select officers who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to change and to manage for efficiency. I note also, in this

regard, that officers with the greatest capacity for innovation and management efficiency may have had some billets different from the norm. In the context of a changing Navy, the best-qualified officers may reflect a variety of backgrounds and proven record of accomplishments.

5. **Retention Effectiveness**. As the Navy transitions from a decade of downsizing to a steady-state force structure, we are faced with significant personnel retention challenges. At each echelon, the role of Navy leadership is a crucial factor in our ability to effectively retain both the quantity and quality of personnel necessary to sustain a full and vital force. In view of these challenges, be particularly attentive to the officers whose records have demonstrated attributes of superior leadership which, in turn, have fostered a command or workplace environment conducive to the improvement of personnel retention.

APPENDIX - C

EQUAL OPPORTUNITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Navy strives to maintain a professional working environment in which an individual's race, creed, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine those officers who are best and fully qualified, you must ensure that officers are not disadvantaged because of their race, creed, color, gender, or national origin.
2. Your evaluation of all officers must afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next career milestone, the overriding factor being performance of assigned duties.
3. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, recruiting and equal opportunity billets. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. These assignments, though beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. Such assignment practices should not prejudice the selection of these officers. Successful performance of assigned duties is the key in measuring an officer's potential for selection. Accordingly, in determining the qualification for promotion of any officer who has been affected by such utilization policies or practices, duty performed well in such assignments should be given weight equal to duty performed well by an officer not affected by such policies or practices.
4. This guidance should not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, creed, color, gender, or national origin.

APPENDIX - D

BOARD REPORT

1. The record of the board's proceedings shall be compiled by the recorders and administrative support personnel. The written report of the board shall be signed by the board president, the board members, and board recorders. It shall contain the following:

a. All instructions, information, and guidance that were provided to the board.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept, and, as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each officer whose name was furnished to the board; and

(6) The officers recommended for selection are, in the opinion of the majority of the members of the board, fully qualified and best qualified to meet the needs of the Navy among those officers whose names were furnished to the board.

c. List of the officers recommended for selection to Medical Service Corps Full-Time Training Programs. Alternates, if selected, should be listed in order of priority.

d. Precept.

e. Such other lists as the board may deem necessary.

2. The report shall be forwarded for approval to the Deputy Chief of Naval Personnel.

APPENDIX - E

OATHS

1. The following oath or affirmation shall be administered to the recorder and assistant recorders by the president of the board:

"You, and each of you, do solemnly swear (or affirm) you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Personnel or higher authority. So help you God."

The following oath or affirmation shall then be administered by the recorder to the members of the board:

"You, and each of you, do solemnly swear (or affirm) you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of officers and the efficiency of the Naval service, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Personnel or higher authority. So help you God."

The following oath or affirmation shall then be administered by the recorder to the administrative and other support personnel:

"You, and each of you, do solemnly swear (or affirm) you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Personnel or higher authority. So help you God."